

NATIONAL CAPITAL COMMISSION
COMMISSION DE LA CAPITALE NATIONALE

Building LeBreton

PUBLIC CONSULTATION REPORT
NOVEMBER 21 TO DECEMBER 6, 2019

Canada

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I. Project Description

A. Background

LeBreton Flats is a 29-hectare (over 71-acre) site owned by the National Capital Commission (NCC). The development area is bounded by the Sir John A. Macdonald Parkway and Wellington Street to the north; Albert Street to the south; the rail tracks north of the Trillium O-Train line to the west; and Booth Street and the future Ottawa Public Library and Library and Archives Canada joint facility site to the east.

On March 7, 2019, the NCC's Board of Directors announced the development of a Master Concept Plan and Development Phasing Strategy for LeBreton Flats. Together, these will provide a refreshed vision for LeBreton Flats: to create a new Capital destination and a vibrant, mixed-use community where people can live, work and play.

From June 18 to July 2, 2019, the NCC conducted a public consultation to seek input and the public's ideas to transform the site. The consultation report is available on the NCC's website. The feedback helped set directions and inform the development of the draft Master Concept Plan for LeBreton Flats, which was released to the public on November 21, 2019. The high-level input on "big ideas" for LeBreton Flats included the following:

- Preserve and enhance green spaces, and connect people to water features such as Nepean Inlet and the heritage aqueduct.
- Create opportunities for housing that is diverse and affordable, and that helps knit LeBreton Flats together with surrounding neighbourhoods.
- Provide amenities to support existing and future residents, such as recreational opportunities, and businesses, such as a potential grocery store.
- Plan for the possibility of a future anchor in a transit-accessible location, such as an event/concert space or other major facility, but ensure that the plan is flexible enough to be successful without relying on an anchor.

The June/July 2019 public consultation also sought feedback on guiding principles for the project. The revised final guiding principles are as follows.

| | |
|---------------------------------------|--|
| Enhance the Capital Experience | Reflect the national significance of LeBreton Flats by creating an ambitious new Capital destination that celebrates Canada. |
| Build Community | Create an inclusive place where anyone can live, work and play. Provide for facilities, services and public spaces that are active, lively and flexible, and that contribute to community health and well-being. |
| Create Connections | Connect people and place by creating interactive public spaces and linking to amenities and surrounding communities. Build on access to LRT, and |

| | |
|---|--|
| | establish active transportation networks using a Vision Zero approach. |
| Value Nature | Prioritize the importance of the environment through design that restores, enhances and protects the natural features of the site, and provides greater accessibility to waterways. Utilize green infrastructure, promote biodiversity and create new green spaces. |
| Foster Sustainability and Innovation | Embed a culture of excellence throughout the life cycle of the project, and provide opportunities for innovation in design and sustainability. Build in climate mitigation and resiliency measures to aim to achieve a zero-carbon community. |
| Honour the Past | Honour and interpret the role LeBreton Flats has played as a place of significance for Indigenous peoples and in the development of the Capital, and connect this story to the site’s future. Recognize the lasting effects of important milestones such as the community’s expropriation. |
| Make It Happen | Ground the vision in a strategic implementation approach supported by market feasibility. Consult with the public and collaborate with partners to support timely progress and generate social, environmental and economic returns. |

B. Project Objectives

Project objective: *Create a renewed vision for the redevelopment of LeBreton Flats as a place of national significance and local pride.*

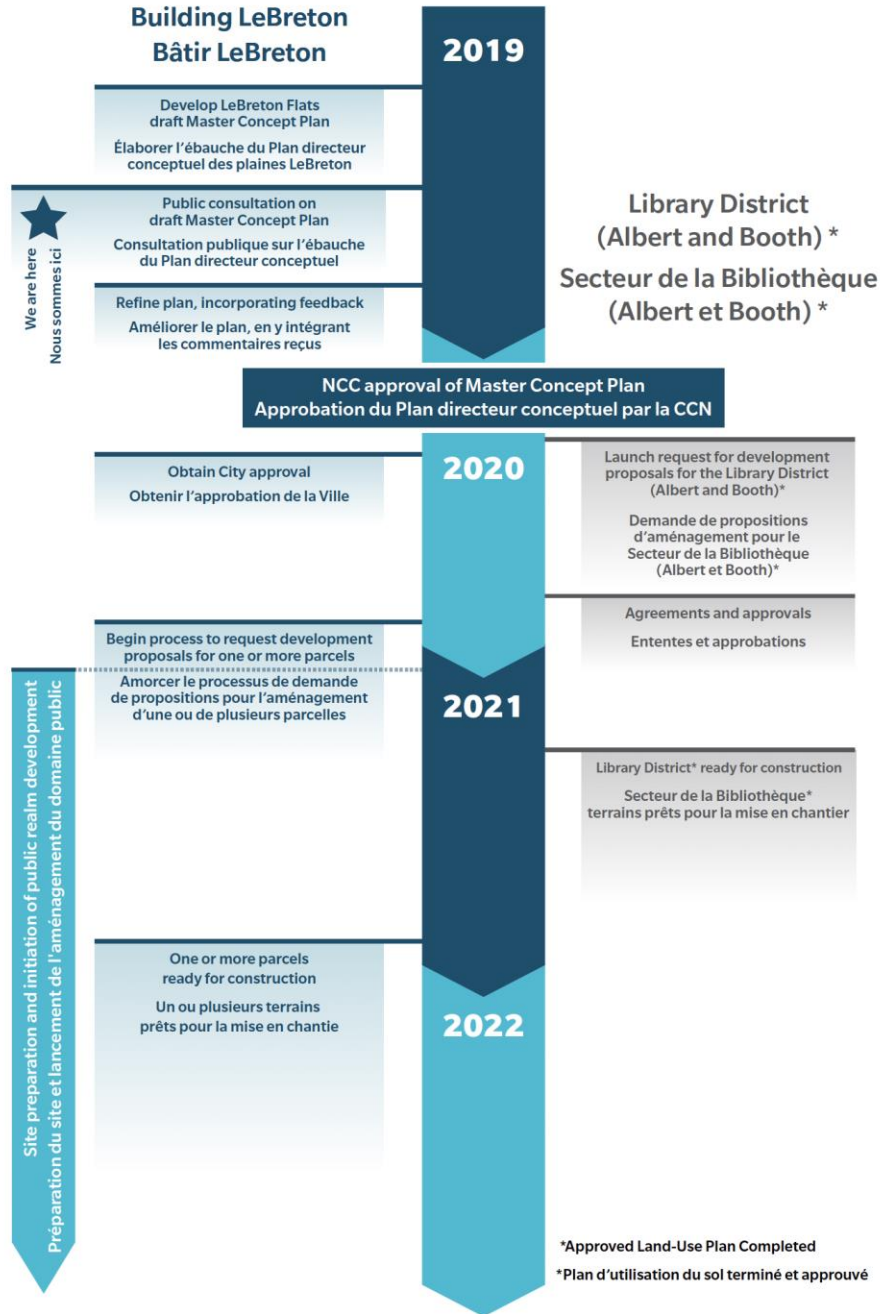
The NCC is creating a renewed Master Concept Plan for LeBreton Flats that will guide the implementation of the project in a strategically phased approach over the coming decades, beginning in 2020. This plan ensures an ambitious, cohesive and feasible vision to create a dynamic community and capital destination. Informed by public input, the draft plan identifies land uses, building heights and massing, parks and public spaces, an integrated and connected mobility network, and major anchor uses.

C. Project Timeline

The NCC held a public consultation in June–July 2019 to identify key ideas and important values for the redevelopment of LeBreton Flats. This input helped to shape a renewed Master Concept Plan, developed with the assistance of [O2 Planning + Design Inc.](#), a planning consultant hired by the NCC through an international competitive public tender process. In November 2019, the NCC held a second round of public consultations about the draft Master Concept Plan. The public feedback collected and outlined in this report will help to inform the final recommendations of the Master Concept Plan.

An overview of the proposed project timeline (*see Figure 2*) indicates where the creation of the Master Concept Plan fits within the broader redevelopment process. An additional important upcoming milestone in early 2020 will include the launch of a request for proposals to redevelop a mixed-use site of approximately 1.21 hectares (three acres), east of Booth Street and adjacent to the future location of the Ottawa Public Library and Library and Archives Canada joint facility.

Figure 1: Building LeBreton project timeline



II. Public Consultation Process

A. Overview and Objectives

The second round of public consultation for the Building LeBreton project took place from November 21 to December 6, 2019, and included an online public survey and an interactive open house to unveil the draft Master Concept Plan and gather feedback on the proposed concept.

| Format | Details | Participants |
|-------------------------------|--|--------------------------------|
| Interactive Open House | Bayview Yards, 7 Bayview Station Road November 21, 2019, 5 pm to 9 pm | Approximately 400 participants |
| Online Public Survey | Available on the Building LeBreton website from November 21 to December 6, 2019 | 2,050 participants |

The primary objective of the public consultation was to validate the direction of the community structure and land uses proposed in the draft Master Concept Plan, and gather feedback on key elements of the draft plan, including land uses, parks and open space, and mobility networks. Participants in both the survey and the open house were invited to discover the components of the plan through maps, images, videos and immersive experiences. Information about the draft plan and opportunities to provide feedback were organized into four main topics: Mixed-Use Community, Parks and Open Space, Connections, and Guiding Principles.

B. Consultation Format

Interactive Open House

An interactive, drop-in open house was held on November 21, 2019, at Bayview Yards. More than 400 participants were introduced to the draft Master Concept Plan, and were able to provide feedback on the Mixed-Use Community, Parks and Open Space, Connections, and Guiding Principles. Interactive elements included activity walls, guiding principle “voting” stations, map drawings, and an immersive virtual reality experience. Project staff and subject matter experts were available to answer questions and discuss the proposed plan.

The stations and activities at the open house included the following.

Process and Context: Provided background information on the project process, the history of the site, the project’s guiding principles, as well as feedback collected during the first round of public consultation.

Master Concept Plan: Provided an initial overview of the draft Master Concept Plan through a large annotated map of the site.

Immerse Yourself in LeBreton Flats: Participants were invited to view a 3-D model of the site through virtual reality goggles, providing a new, immersive perspective of the proposed concept.

Mixed-Use Community: Maps and renderings of various areas of the mixed-use community demonstrated key proposed features of the plan, including proposed target land uses and building heights and massing.

Activity

- Participants were asked to identify which uses, services and amenities they thought were most important to incorporate into the site, by placing a dot sticker next to a list of example images.
- If they felt something was missing, new ideas could be shared on a sticky note.

Parks and Open Space: Maps and renderings of various areas of the parks and open space network highlighted the types of park spaces proposed in the plan.

Activity

- Participants were asked to identify the types of park features and amenities they thought were most important to incorporate into the site, by placing a dot sticker next to a list of example images.
- If they felt something was missing, new ideas could be shared on a sticky note.

Connections: A map displayed the proposed mobility network map, and highlighted key proposed connections to/within the site for various modes.

Activity

- Participants were asked to place dots to identify how satisfied they were with the proposed mobility network for each mode of transportation.
- Map handouts were provided if participants wanted to identify additional connections they felt were required.

Guiding Principles: Panels outlined how the plan would address each guiding principle.

Activity

- Tokens were provided for participants to place into jars to “vote” on how well they felt the plan reflected each of the guiding principles. Additional thoughts could be shared on a sticky note.

Ensuring Success / Other

Activity

- Comment cards were available for participants to provide any final thoughts or ideas on how to ensure the project’s success.

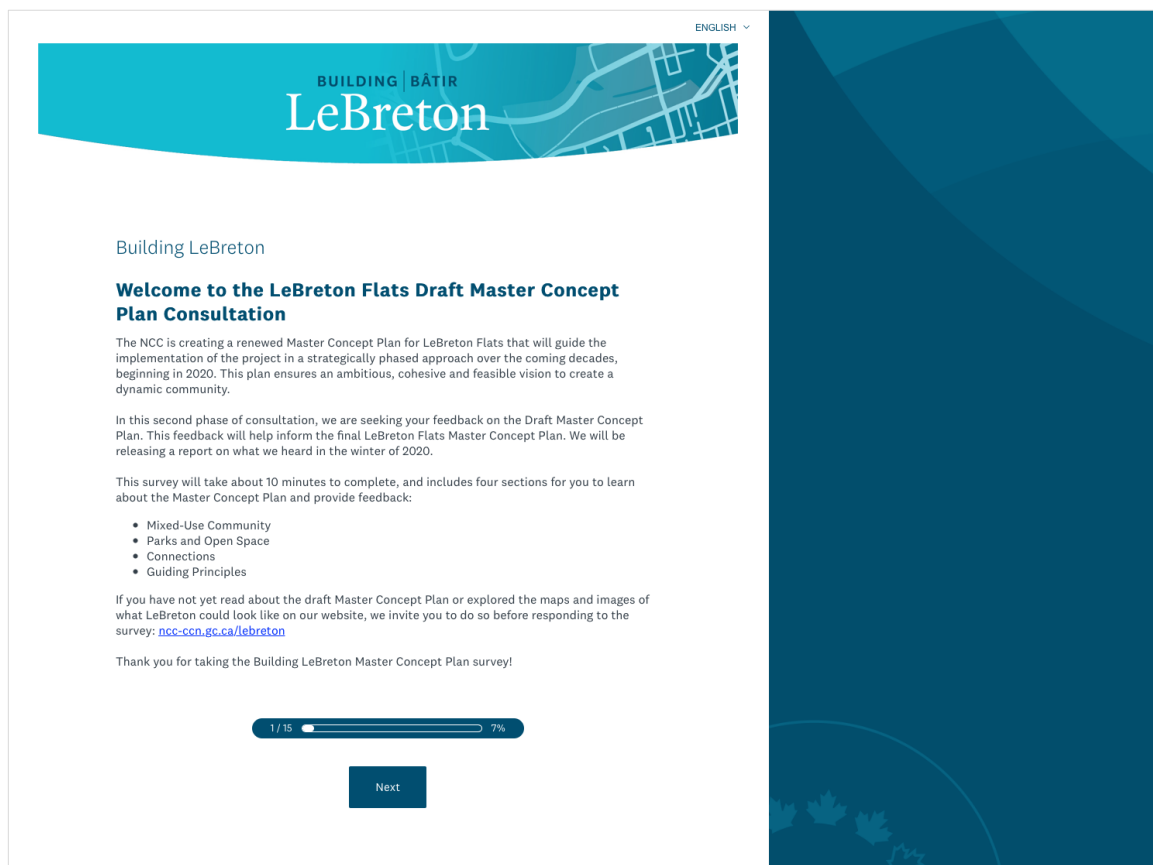
Online Public Survey

An online survey was developed, and 2,050 interested Canadians from across the country and in the National Capital Region participated, providing input through the project website. The survey was fully accessible, available in both official languages, and took approximately 10 minutes to complete. All questions were optional.

To ensure that all participants (both in-person and online) had the same engagement opportunities, the format and content presented on the online public survey largely mirrored that of the open house. The survey was divided into the following sections:

- Welcome
- Getting to Know You
- Master Concept Plan
- Mixed-Use Community
- Parks and Open Space
- Connections
- Guiding Principles
- Ensuring Success / Other

Materials that were not available within the survey, such as the open house panels, video or immersive images, were accessible through the project website.



Public online survey welcome page

C. Invitation and Promotion

The open house and online survey were promoted on the NCC's website and on social media. In addition, printed advertisements were placed in the *Ottawa Citizen* and *Le Droit* newspapers, as well as displayed on bus-shelter posters on Albert and Preston streets, and on 30 OC Transpo

buses. Digital advertisements were posted on the websites of the *Ottawa Citizen*, *Le Droit* and the *Ottawa Business Journal*. Facebook and Google ads and social media posts were also used to promote both the open house and the online consultation to local and national audiences. Live Tweets were posted during the open house itself. The release of the draft Master Concept Plan and the consultation were covered in the media, including the *Ottawa Citizen* and *Ottawa Sun* newspapers, local radio stations (including CBC, CFRA, CKCU and 1310), and trade publications.

An email invitation was sent to contacts on the NCC Public Affairs Division's distribution lists, which included residents' associations, interest groups and individuals. An invitation to media was also distributed.

Members of the project team hosted pop-up events in high-traffic areas around Ottawa (including at the Best of Ottawa Business Awards, Lansdowne Christmas Market and a City of Ottawa Official Plan consultation in the local municipal ward) to engage with new audiences, present the draft plan in a quick format and encourage passersby to complete the online survey.

IV. Analysis of Public Feedback

Based on in-depth analysis of the feedback and comments collected through the online survey and at the open house, the following section summarizes the key insights and findings from each question/topic area.

A. Overview: Consultation Highlights

The findings from this public consultation have provided the NCC with valuable insights that will inform the refinement of the Master Concept Plan. Results across the different engagement methods and questions found that the public is generally very supportive of the Master Concept Plan. However, there are still several key areas where public input will be used to further refine the plan so that it better reflects the needs and desires expressed by participants.

Outdoor Amenities and Public Space

Participants in the public consultation were clear that all-season outdoor amenities and a well-programmed open space network is fundamental for plan success. This includes providing adequate facilities in public parks, better access to the Ottawa River, and more trees and natural spaces.

Liveability

A desire for maintaining the liveability of LeBreton Flats and surrounding neighbourhoods was also a consistent theme. This means integrating the surrounding neighbourhoods cohesively with LeBreton Flats, providing a range of community amenities and social infrastructure, and making LeBreton physically, financially and socially accessible for all.

Connectivity

The prioritization of active transportation, while challenged by some participants, was generally seen as a worthy initiative that should be expanded on in the Master Concept Plan. Participants in the public consultation wanted to ensure that motor vehicle traffic does not negatively impact the existing surrounding neighbourhoods or the future community at LeBreton Flats. They also expressed a desire to separate pedestrian and cyclist pathways to further enhance safety and accessibility for active modes. The proposed shared streets (“woonerfs”) were a topic of interest, with some participants seeking more detailed information about their design and function.

B. Mixed-Use Community

What features do you think are most important?

There were clear features that participants deemed most important for inclusion at LeBreton Flats. Overall, the features most endorsed by participants included housing, destination retail and services, and local retail and services — with grocery stores receiving the most support overall. Restaurants, farmers’ markets, affordable housing, an event centre and family-size residential units rounded out the top five proposed features. The least popular features included condominiums and innovation space / business incubators, with offices and

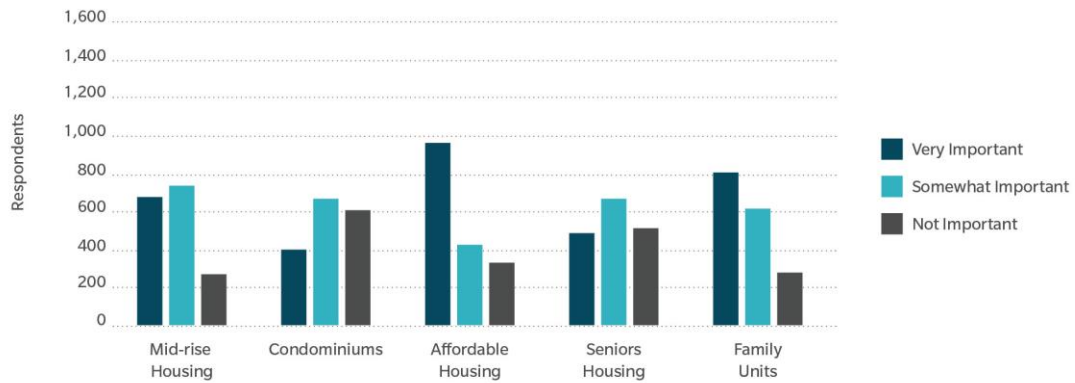
workspaces receiving the least number of votes out of the listed options, both online and in-person. The clear mix of local amenities and destination features highlights the need to accommodate a diverse range of uses and users within the site.

The charts below show the distribution of responses for the different types of proposed uses and amenities.

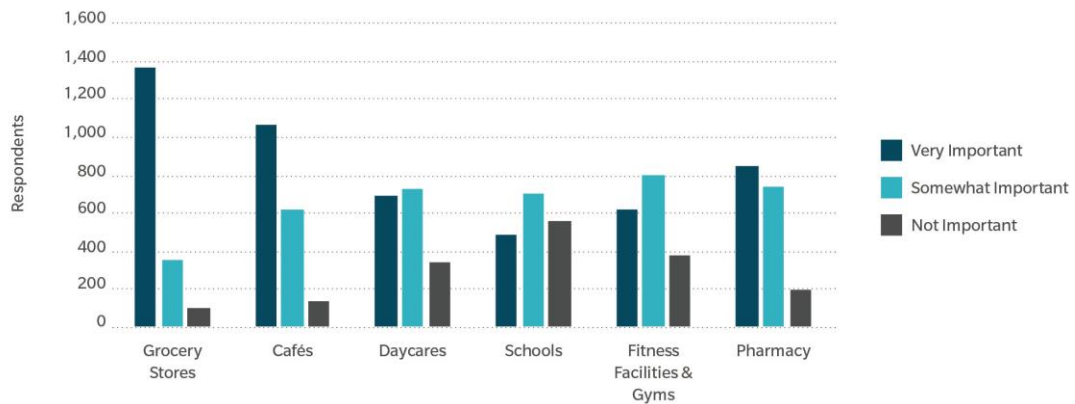
(Note: Survey and open house responses have been separated, as the feedback collection method varied slightly. "Don't know" and skipped responses have not been included in the survey charts below.)

Online Survey

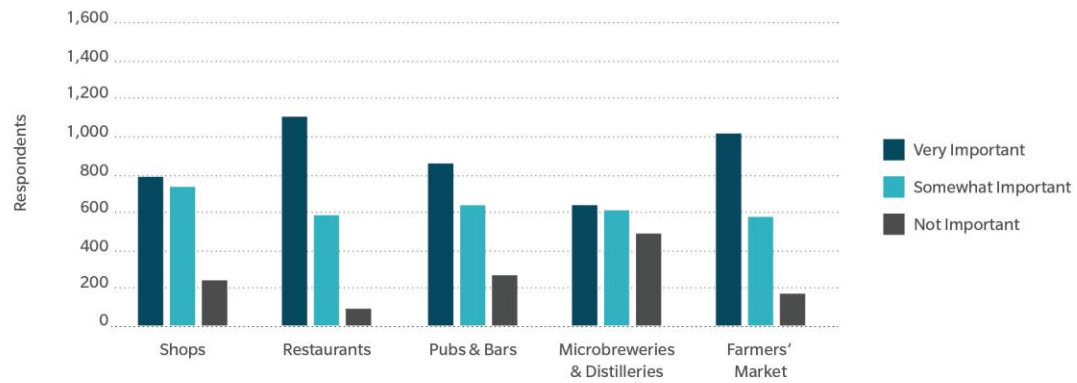
Housing



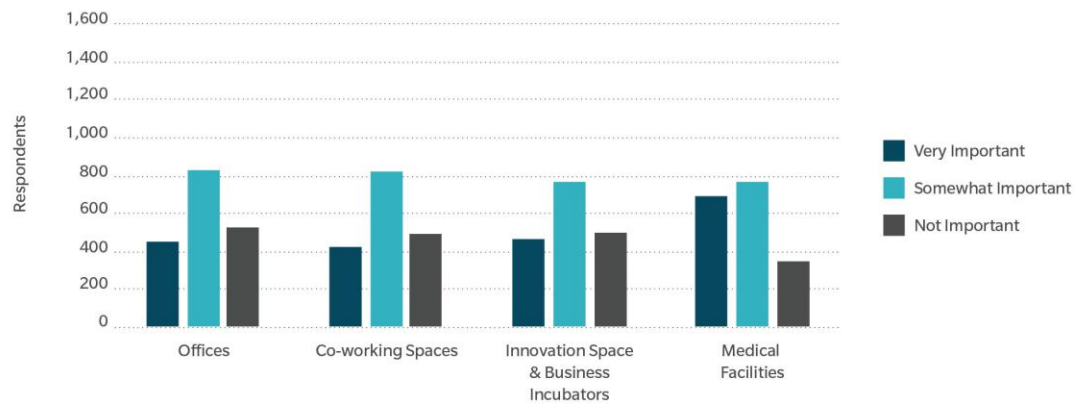
Local Retail and Services



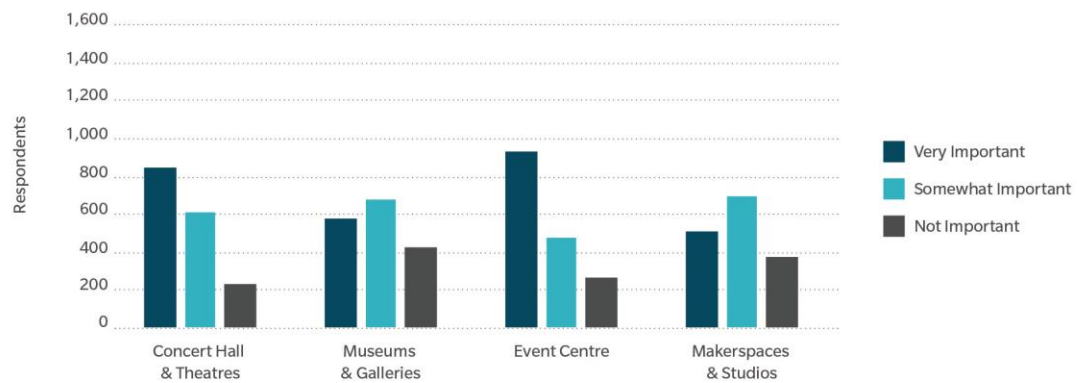
Destination Retail and Services



Offices and Workspaces



Arts and Culture



Open House

Mixed-Use Community



What's missing?

When asked about elements that were missing from the mixed-use component of the plan, participants provided a wide range of feedback. The bulk of these comments touched on five themes: major attractions, parks and open space, community services, active modes of transportation, and arts and culture.

Major Attraction: The most frequently cited examples of a potential major attraction were a new hockey arena or major event centre. While there is not unanimous support for such a facility, it was the most frequently discussed topic. Many participants spoke about LeBreton Flats becoming a city-wide destination, suggesting that attractions like an aquarium, a zoo, botanical gardens, a Ferris wheel or a planetarium could help achieve this.

Parks and Open Space: Many participants indicated that public space, parks, trails and connections to the Ottawa River should be prioritized. There was a mix of feedback on the types of parks and open space that were preferred, with some participants wanting larger park spaces, while others preferred smaller parks distributed throughout the community. Overall, participants indicated that parks and open spaces will serve a dual purpose of helping the area become both a great place to live and a great place to visit.

Community Services: Many participants would like to ensure that community services feature prominently in the redevelopment of LeBreton, including community programming, gathering spaces, social service providers and schools. Participants suggested that putting these types of services in place is a necessary step in the creation of an inclusive community that is supportive of families, seniors and people from all walks of life.

Active Mobility: Ensuring that LeBreton does not become a vehicle-oriented community is a top priority for many participants. Multiple participants commented on the importance of cycling infrastructure, walking paths, car-sharing services, and a land-use pattern that promotes walkability. Participants acknowledged that proximity to two LRT stations, along with the right mix of housing, employment and local amenities and services, will reduce dependency on private vehicles.

Arts and Culture: Participants wanted to see public art featured throughout LeBreton Flats, with many people suggesting that the area should feature Indigenous art in particular. Beyond public art, participants expressed an interest in creative spaces, artist studios, galleries, classes and workshops, and performance venues (including outdoor performance spaces). Recognizing the significance of the LeBreton Flats redevelopment, many feel that showcasing local history, as well as Canadian art and culture should be a priority.

The following table includes a summary of the remaining comments that fell outside of the top five themes.

| Mixed-Use Community: Comment Summary | |
|---|---|
| <ul style="list-style-type: none">• Housing<ul style="list-style-type: none">○ Integrated mix of housing types (e.g. affordable, rental, market, cooperative, social, senior, student, tourist accommodation)○ Family-oriented housing of various sizes | <ul style="list-style-type: none">• Offices and workspaces<ul style="list-style-type: none">○ Small-scale offices integrated within neighbourhood○ Potential competition with downtown businesses |

Mixed-Use Community: Comment Summary

- High density and high-rise for efficient use of land
 - Low-/mid-rise built form for human scale
 - Innovation spaces (e.g. tech, start-ups, incubator spaces) to complement, not compete, with downtown
-
- **Local retail and services**
 - Local businesses rather than “big box” retailers
 - Grocery stores to benefit new development and surrounding neighbourhoods
 - Fitness facilities (e.g. gym, pool, yoga)
 - Basic services to support daily life (e.g. medical clinics, post office, banks, salon/barber)
 - Other retail (e.g. hardware, liquor, general)
 - Community spaces and social services
 - Access to park space
 - **Destination retail and services**
 - Places to eat and gather (e.g. restaurants, pubs, cafés)
 - Public market, farmers’ market
 - Local, unique businesses to attract visitors to the area
 - Event centre or other feature attraction
-

Mixed-Use Community: Sample Comments

“Mix of uses and people from all walks of life is essential to positive city building. This includes the integration of affordable housing, shared housing, more high-end housing and retirement homes.”

“We need a fully serviced neighbourhood; all of these things are very important — especially to encourage older people and families to live here.”

“Interesting and innovative retail “experiences” — avoid all chain stores. Make this retail area unique in the city and the country.”

“Facilities for artistic/cultural programming would be welcome. However, offering several smaller options instead of one large space might be more efficient. The “event centre,” which I suppose is code for a new Sens arena, would be nice, but shouldn’t be the focal point of this extremely important development.”

“Built-in affordability mechanisms to ensure that this is a vibrant, mixed community and not just another Lansdowne where only elites can live and shop. This made the Glebe an expensive place to live, work and visit. What works so well in Montréal to make it a fun and diverse place is that it’s affordable for many different types of people. It would be nice to not create a homogeneous area in the downtown of Ottawa.”

C. Parks and Open Space

What features do you think are most important?

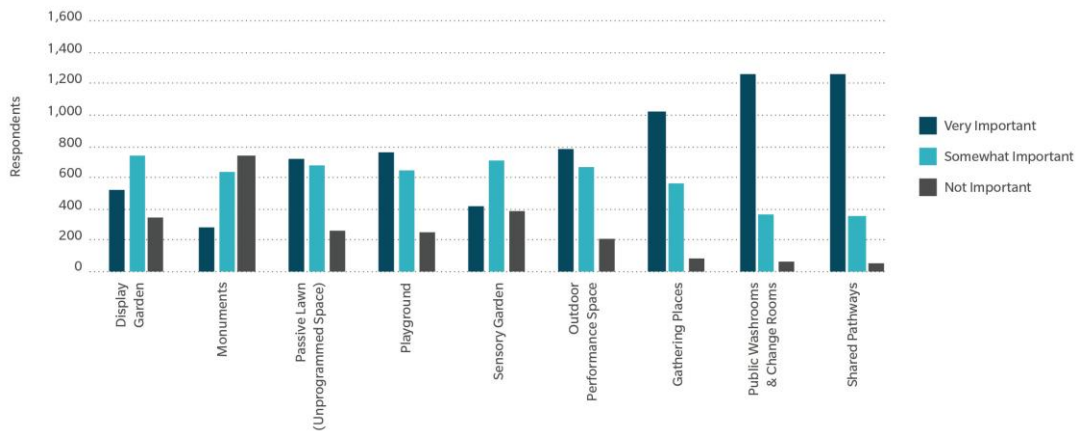
Overall, the features that participants considered to be most important fell within the Riverfront Park and Capital Park categories, with public washrooms and change rooms, shared pathways, and boardwalks receiving the highest level of support. This was closely followed by gathering places in both Capital Park and Neighbourhood Parks. The Urban Beach had the lowest level of feedback of all the parks and open space features. Outdoor fitness and monuments also received lower levels of feedback.

The charts below show the distribution of support for the different types of uses and amenities.

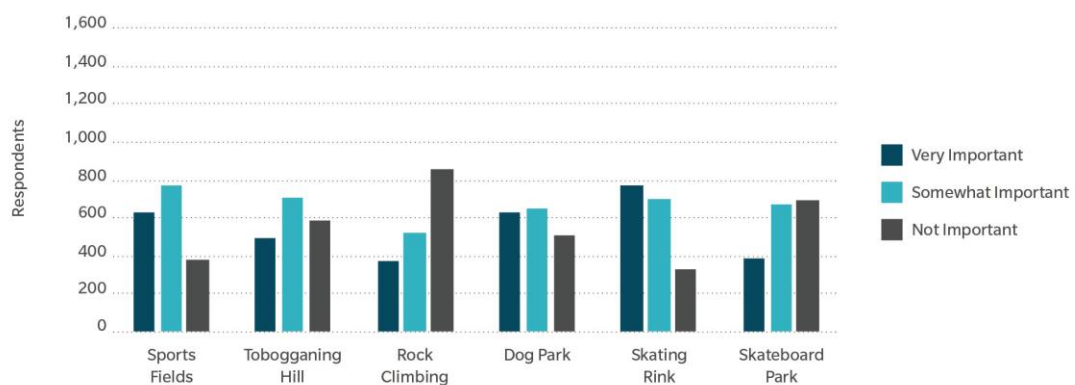
(Note: Survey and open house responses have been separated, as the feedback collection method varied slightly. "Don't know" and skipped responses have not been included in the survey charts below.)

Online Survey

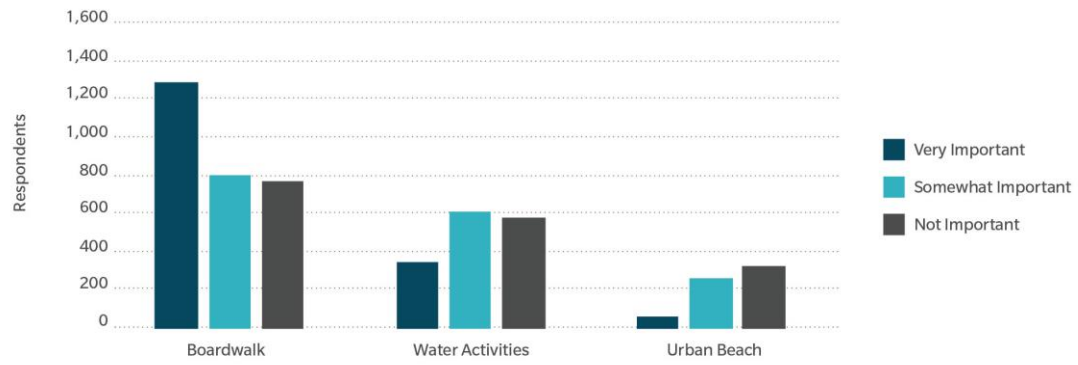
Capital Park



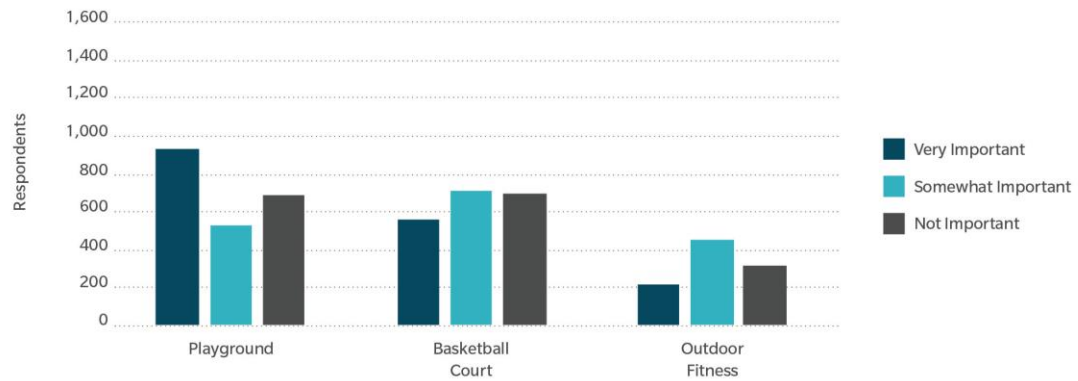
Active Park



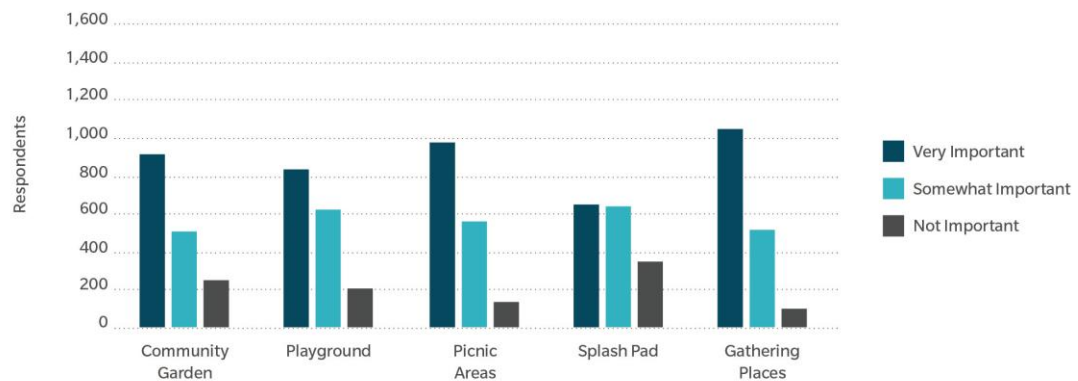
Riverfront Park



Urban Playground

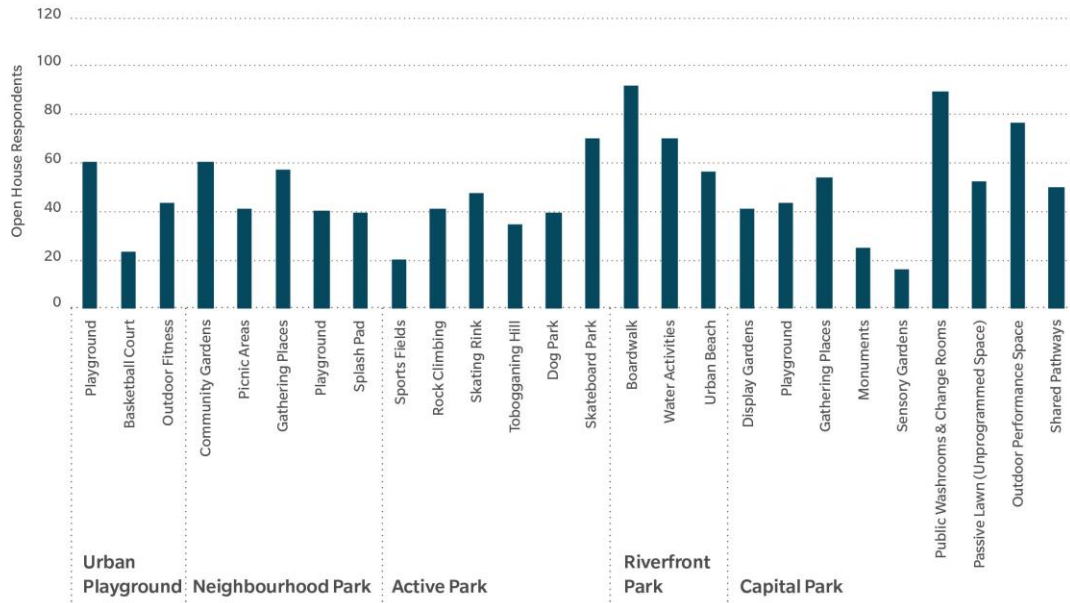


Neighbourhood Parks



Open House

Parks and Open Space



What's missing?

When asked to identify the types of features they would like to see incorporated into the parks and open space at LeBreton Flats, participants pointed to four major elements: the incorporation of greenery and nature, year-round access to pathways and amenities, the size and location of park space across the site, and specific design ideas.

Natural Spaces: One of the most frequent comments made by participants on this subject was that there was a need for more trees and natural areas at LeBreton Flats. Some participants expressed a desire for more natural spaces that are designed for unstructured play and nature-based recreation, while others emphasized the need to provide important habitat for wildlife. Others specifically supported naturalizing the riverfront for both human enjoyment and associated ecological benefits. In addition to more natural spaces and trees, many participants suggested various forms of gardens. Some participants suggested native plantings and wildflowers to create habitat for pollinators. Others suggested adding community gardens, botanical gardens, educational gardens and cultural gardens, including traditional Indigenous medicine or food gardens.

Year-Round Animation: Participants wanted to see care taken to ensure that the design of LeBreton Flats is welcoming in all seasons. Suggestions to achieve this included building a sufficient number of covered and protected areas, providing public washrooms and water fountains, and regularly clearing snow from pathways. Many participants wanted to see winter activities incorporated into open spaces, including an outdoor skating rink, firepits, warming huts, and ski and snowshoe trails. Aside from winter features, several participants indicated that they would like to see more opportunities to interact with water through the rest of the year, suggesting features such as water fountains, water slides and an outdoor swimming pool, as well as increased access to the river for recreation such as kayaking and canoeing.

Scale and Distribution of Parks: In addition to highlighting what was missing, some participants commented on the overall scale and distribution of the parks and open space in the Master Concept Plan. Many of those who commented were appreciative of the amount of open space in the plan. However, there were also mixed opinions about whether there was enough or too much open space in the plan. Some participants felt that the open spaces themselves were too large for an urban area, or that they should be smaller and more interconnected throughout the redevelopment. Others thought that the integration of large parks and of outdoor event spaces on this site would make the existing LeBreton Flats Park redundant, and suggested that the parks on this site be more local in scale. A few participants wanted to see even more or larger open spaces.

Design Guidelines: Some participants commented on the design of some amenities in the parks and open spaces. A common desire expressed by participants focused on separated-use pathways. Several participants felt that separating pedestrians from other faster transportation modes, such as cycling and in-line skating, would be safer and more enjoyable for all users. Additionally, others mentioned the need for temporary use and programming of the site to animate the space, and provide public access prior to full redevelopment.

The following table includes a summary of the comments on parks and open space.

| Parks and Open Space: Comment Summary | |
|--|--|
| <ul style="list-style-type: none"> • Better access to the river • Gardens and urban agriculture <ul style="list-style-type: none"> ○ Community gardens ○ Traditional medicine gardens ○ Other cultural gardens ○ Pollinator gardens ○ Botanical gardens • Gathering spaces <ul style="list-style-type: none"> ○ Picnic areas ○ Food trucks / cafés ○ Washrooms and drinking fountains ○ Public art ○ Heritage interpretive elements ○ Cafés and restaurants ○ Outdoor performance spaces ○ Dancing/music venues | <ul style="list-style-type: none"> • Winter activities <ul style="list-style-type: none"> ○ Skating ○ Warming huts ○ Ski/snowshoe trails ○ Firepits ○ Tobogganing hills • Outdoor recreation <ul style="list-style-type: none"> ○ Outdoor swimming pool / outdoor beach ○ Sports fields / courts ○ Sports / recreation equipment rentals ○ Dog parks ○ Indoor and/or outdoor rock climbing ○ Skateboard parks |

| Parks and Open Space: Sample Comments |
|--|
| <p><i>"I love all the proposed green space. This is a very attractive feature that has me interested in moving here. The details of the content of the green space are less important to me but having a view of water would be for me worth making the move."</i></p> |
| <p><i>"The area should be naturally developed with walking paths — the less concrete, the better. If cycling paths are built, they should be separate from walking paths."</i></p> |
| <p><i>"Trees...lots of trees. A forested section would be nice. Permeable surfaces vs. pavement and concrete. Ponds for wildlife, bird-feeding stations, focus on natural elements."</i></p> |

Parks and Open Space: Sample Comments

“Passive forest (unprogrammed wild places), pollinator gardens, trees integrated into urban landscape, pollinator flower corridors and wooded wildlife passages integrated into urban landscape, make the capital park a model of biodiversity and a wild space!”

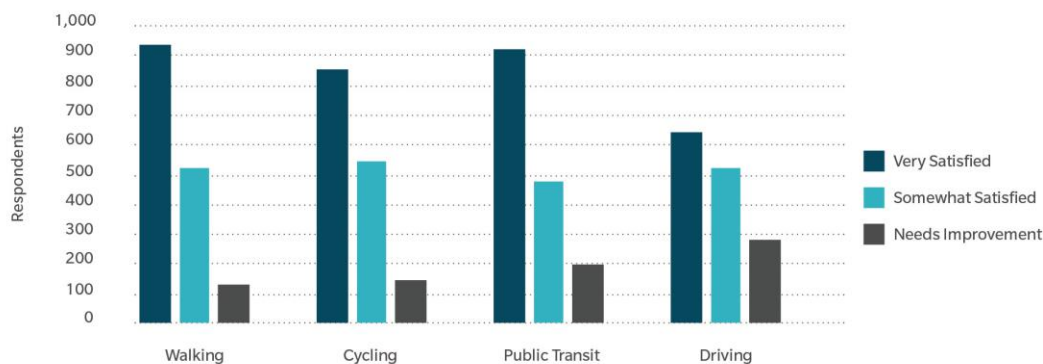
“A natural park-type space, where children and families can engage in creative and some ‘risky’ play and explore the natural world. Use natural building materials.”

D. Connections

How satisfied are you with the proposed mobility network?

Overall, participants were very satisfied with the proposed mobility network. More than 80 percent of participants indicated that they were either “very satisfied” or “somewhat satisfied” with the proposed walking, cycling and public transit networks. Even for driving — the mode that had the highest share of “needs improvement” responses (16 percent) — more than 68 percent of participants indicated that they were very or somewhat satisfied with the proposed road network. The graph below illustrates the distribution of satisfaction by mode of transportation.

Mobility Network



(Note: Survey and open house results have been combined. “Don’t know” and skipped responses have not been included in the charts above.)

What additional connections are needed?

In their comments, participants stressed the importance of prioritizing pedestrians and cyclists, connecting the prioritization of active modes with the success of the redevelopment. Many supported the idea of limiting and removing cars from the interior streets altogether, and provided suggestions for ways to reduce reliance on private vehicles within the community by providing local access to amenities and services. Universal accessibility was also a recurring topic noted by many participants, who expressed a strong desire to ensure that all users with limited mobility are able to use the pathways and public spaces throughout the site.

Reflecting the relatively lower rate of satisfaction with provisions for motorized vehicles, participants raised a number of concerns related to the road network within and surrounding LeBreton Flats. Some participants wondered how safe and efficient connections would be established across the busy arterial roads surrounding the site (Albert, Booth and Wellington streets and the Sir John A. Macdonald Parkway) and how growing congestion would be addressed. Those who commented were divided about parking issues, with some advocating for less parking to encourage alternative modes of travel, and others arguing that sufficiently ample parking will be required to accommodate visitors from across the city and those with limited mobility.

The following table includes a summary of the comments on the proposed mobility network.

Connections: Comment Summary

- **Active transportation**
 - Prioritize pedestrians
 - Support a “car-free” lifestyle
 - Consider removing cars from shared streets to limit conflicts
 - Consider other ways to limit traffic, including alternative transportation options (e.g. drop-off locations, buses, shuttles, boating)
 - Separate bike lanes from shared paths
 - Provide other bike facilities (e.g. bike racks, bike rentals)
- **Accessibility**
 - Ensure accessibility throughout the site to accommodate all users
- **Safety**
 - Traffic calming (e.g. reduced speeds on interior streets and arterial roads)
 - Pathway lighting and maintenance
- **Weather mitigation**
 - Provide winter maintenance
 - Create covered connections (e.g. LRT, library) for inclement weather
- **Parking**
 - Reduce/limit the amount of parking so alternative modes are preferred to travel to/within the site
 - Provide some parking (e.g. underground, perimeter) for those who need to drive
 - Ensure that parking is available for those who cannot walk far
- **Improved connections**
 - To the future library from Pimisi Station
 - Across LRT tracks
 - Across arterial roads into surrounding neighbourhoods and downtown
 - Integration with existing street network
 - Circulation and traffic congestion on Booth, Albert and SJAM Parkway
 - To the river (access across SJAM Parkway)
 - Across the river (to Gatineau)

Connections: Sample Comments

“Please, no cars near this thing. Let’s prioritize pedestrians, cyclists and transit users, without compromise.”

“Greater emphasis on making sure these connections are accessible should be made. While nice to have ‘walking’ or ‘cycling’ access, these do not always reflect the needs of people in wheelchairs or who are visibly impaired.”

“Interconnection is good, but the residential areas feel like they’re bound by roads. A plan should be worked on to better integrate these roads into the development. Right now, Booth, Wellington and Albert act more as boundaries than connections.”

“Seems to be no discussion of the emerging mobility options and what criteria/standards will apply, car share, autonomous vehicles, not just cars, but also delivery drones etc., real opportunity here.”

“Love the parking will be underground and the living above ground. This is forward thinking.”

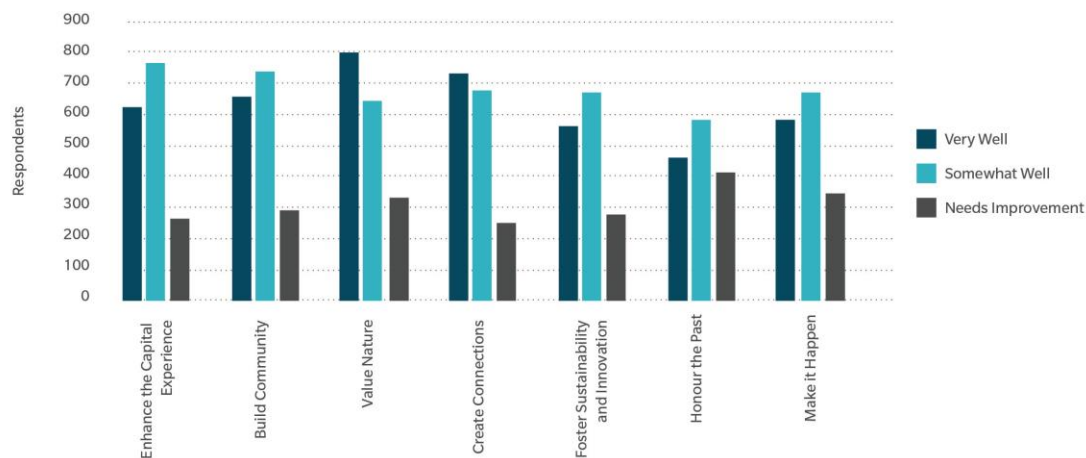
E. Guiding Principles

How well do you feel the draft Master Concept Plan reflects this guiding principle?

The draft Master Concept Plan guiding principles were generally well received by the public. More than 70 percent of participants indicated that each of the seven guiding principles was either “very well” or “somewhat well” reflected in the draft Master Concept Plan.

Confidence in the plan was highest with regard to Create Connections and Enhance the Capital Experience, which shared the highest proportion of “very well” and “somewhat well” responses combined (85 percent and 84 percent, respectively). Value Nature received the highest share of “very well” responses. Interestingly, confidence in the plan’s provisions to Make It Happen was the highest out of all seven guiding principles at the open house, receiving over 200 “very well” or “somewhat well” responses. Honour the Past received the highest share of “needs improvement” responses, followed by Make It Happen and Value Nature. The graph below illustrates the distribution of responses for each guiding principle.

Guiding Principles



(Note: Survey and open house results have been combined. “Don’t know” and skipped responses have not been included in the charts above.)

At the open house, participants made a total of 64 comments about the guiding principles. Comments pertaining to the two guiding principles that participants felt were least reflected in the Master Concept Plan reveal that many participants simply felt they did not have enough information to have an informed opinion, or that the Master Concept Plan was not clear how it supported the achievement of the objectives. This was particularly true for measures related to sustainability and memorializing/honouring the expropriation of LeBreton Flats and its Indigenous heritage.

F. Ensuring Success and Other Comments

How can the NCC ensure that the project is undertaken successfully?

Participants provided a diverse range of feedback on how to ensure the success of the project. The two most common response themes were timing and transparency. Participants indicated that they wanted to see the project move forward and produce tangible results on a near-term horizon. Others wanted to ensure that temporary uses were put in place to activate the area until full build-out is complete. Some said that, rather than see the site remain empty, they would prefer to see anything happen at LeBreton Flats, while others emphasized the need to be efficient, but to “get it right.”

On the theme of transparency, many participants indicated that they would like to see continued engagement and communication with the public and stakeholders throughout the redevelopment process. Some participants suggested having measurable targets and deadlines as a basis on which to report back to communities about the project and to promote accountability.

Others specifically mentioned the need for more engagement and direct involvement of First Nations, community stakeholders and marginalized groups. For many participants, transparency also meant sticking to what is promised in the plan. There were many comments emphasizing the need for the NCC to ensure that the plan’s principles are not diluted or lost due to changing political, private or economic climates.

Generally, participants saw value in the phased approach to implementation, though there were some concerns that the promised public amenities and improvements could get lost if private development is initiated first. Some suggested creating a legally binding community benefits agreement. Others felt that the NCC will need to ensure that it selects the right partners to redevelop the site.

Ensuring Success: Sample Comments

“Exciting project and just what the city needs! Focus on densification and public transit / walkability. Encourage independent and local retail opportunities to create a unique feel.”

“The site can’t be a 20-year construction zone. If the full plan will take many years to complete, interim measures must be taken to make the undeveloped spaces attractive and accessible.”

“Please ensure that when you focus on ‘building community,’ you don’t forget a community already exists in the neighbourhood and will be impacted by the decisions being made. Where possible, ensure that existing communities are not massively negatively impacted by the new development (for example, increased traffic, 40-storey tower near existing low-rise housing).”

“Boy. It’s about the best plan I’ve seen in the thirty years I’ve lived in Ottawa. I think there may be risks to safety with the separation of the riverfront from the buildings. It would be great to integrate some of that space with the built environment. I would strongly resist excessive artificial spaces along the river itself: we need to learn to allow those spaces to have natural estuaries, wetlands and drainage. I would undertake the project with clear goals but with innovative architecture.”

Ensuring Success: Sample Comments

"There needs to be progress. This area has sat vacant for so long. The NCC needs to push the program and get started. Take risks and be creative."

Final Comments

In addition to the comments on implementation, participants suggested a variety of amenities and specific features that they felt would make the plan a success. Many of these comments reiterated the ideas and sentiments put forward in responses to the questions about the Mixed-Use Community, Parks and Open Space, and Connections.

Other: Comment Summary

- **Outdoor amenities and open space**
 - Climbing structures
 - Skateboard park
 - Urban outdoor recreational opportunities (e.g. kayaking, community gardens)
 - Retail/cafés along the riverfront
 - Mixed opinion on whether there should be more public or green space or that there is too much open space or too many large spaces
 - **Design/architecture**
 - High-quality and interesting building architecture and materials
 - Buildings to be "bird-friendly," universally accessible and sustainable (e.g. district energy, carbon neutral)
 - Appropriate scale/height of buildings
 - Heritage elements included in design
 - Mixed opinions on whether or not sightlines should be conserved
 - Mixed opinions on whether contracts should go to international or to local developers
 - **Large-scale amenities**
 - Mixed opinions on whether or not the site should include a hockey arena / major event centre
 - Additional large amenities or tourist attractions (e.g. museums, aquariums)
 - Ensure that event spaces do not conflict with proposed residential uses
 - **Liveability**
 - Design the community to be accessible to all (e.g. families, young professionals, lower-income, seniors, students) with diverse options (e.g. affordable housing, condos, variety of housing types/sizes)
 - Local businesses over large chains or corporations
 - Community amenities and uses (e.g. grocery store, community centre, schools)
 - Integration and connectivity to surrounding neighbourhoods and transportation networks
 - Winter-city features, such as covered or heated pathways
 - Prioritize pedestrians over cars
-

V. Integration of Results

Overall, public feedback on the structure of the Master Concept Plan and the ideas presented was positive and validated the direction of the NCC's work. Highlights of key changes to the Master Concept Plan arising from public feedback include the following.

- Locations for neighbourhood parks, public squares and potential POPS (privately operated public space) will be identified.
- Tree canopy coverage will be increased throughout the plan area.
 - Strategies will be included in the plan to require the planting of trees in parks and public spaces, including street trees.
 - Right-of-way design guidelines will be drafted to ensure that street trees can be accommodated.
- All-season activation will be emphasized in the plan, including the prioritization of interim, temporary or seasonal programming of public spaces.
- Pedestrian and cyclist pathways will be separated where appropriate, in line with the NCC's Pathway Network for Canada's Capital Region.
- The plan will clearly state a requirement for universal accessibility of the mobility network and public realm (particularly the pairing of any staircases with ramps and/or elevators).
- Emphasis will be placed on microclimate protection, including building orientation and design guidelines that aim to protect pedestrians from wind and inclement weather.
- Towers will be set back further from building podiums by increasing setbacks to three metres (rather than two metres). This will help reinforce a mid-rise built form at the street level, and provide for appropriate transitions to surrounding existing development, while maintaining transit-oriented density.
- While the Master Concept Plan's strategies will focus on active retail frontages with small retail footprints, larger footprint retail areas will be permitted at key intersections to promote the inclusion of uses such as grocery stores at LeBreton Flats.
- Locations for institutional uses will be identified.

While this input will help the NCC refine the plan, there is also a large amount of feedback that provides useful direction and ideas for the implementation planning work that the NCC will undertake through the first half of 2020. Comments related to sustainability measures, housing types and affordability, Indigenous presence and participation, art, heritage and cultural elements, and more will all feed into the implementation planning process.

VI. Next Steps

With the conclusion of the public consultation on the Master Concept Plan, the project team's first priority is to incorporate the results into a revised version of the Master Concept Plan. This version, including a document outlining the structure of the community and strategies for its design, will be brought to the NCC's Board of Directors in January for its consideration.

Following the Board's consideration of the preliminary Master Concept Plan, the project team will proceed to develop supporting technical studies and an implementation strategy. Over the first half of 2020, this phase of the project will put in place the remaining chapters of the Master

Concept Plan, such as a Heritage and Culture Strategy, Sustainability Plan, Transportation Impact Assessment, and more. These documents will support the NCC's application to amend the City of Ottawa's Central Area Secondary Plan, allowing development to happen according to the NCC's Master Concept Plan. The City of Ottawa is expected to consider the application in the summer of 2020, which will include an opportunity for the public to provide input to the City.

Following the completion of the Secondary Plan amendment, the Master Concept Plan document will be finalized with all technical studies and implementation strategy attached as appendices. This final document will be brought to the NCC's Board of Directors a final time, expected to be in the fall of 2020.

Development implementation will begin with a call for development proposals for the NCC's property at Albert and Booth streets (known as the "Library District") in early 2020. The next phase of redevelopment could proceed before the end of 2020, in line with the implementation strategy which will be developed in the first half of 2020.